The Benchmarking of Training

1998 Data Collection Instrument

ASTD
AMERICAN SOCIETY
FOR TRAINING AND
DEVELOPMENT

American Society for Training and Development

Benchmarking Forum

INSTRUCTIONS

Reporting Unit

Begin by reading the section labeled **Reporting Unit** and reviewing the information provided. Please provide complete responses for that reporting unit, including "unavailable" or "unknown," as appropriate. Please keep in mind that when you respond to the survey, you must remain consistent in reporting data.

Demographics

Remember that the numbers provided in this section should correspond to the same reporting unit as the data in the remainder of the survey. Note that if data is being reported for the entire organization (Category A), that the **"organization that the reporting unit supports"** and the **"entire organization"** are the same.

Data Collection Instrument

Please complete the instrument as accurately as possible according to the following guidelines:

ð   Respond to every question with data for FY 1997, the last twelve month period for which data is available.

ð   If actual numbers are not available in some cases, please respond with an informed estimate. If you provide such estimates, please indicate with an **E** next to the response.

ð   When data cannot be supplied because the training activity <u>does not exist</u> in your organization, please indicate with a **N/A** in the space provided to mean **Not Applicable** (e.g. EPSS is not utilized by the reporting unit).

ð   When data cannot be supplied because you are unable to provide the appropriate data, please indicate with an **UNA** in the space provided to mean **Unavailable** (e.g. you use EPSS but do not track the amount of time utilized).

ð   Use zero (**0**) to represent the number zero (e.g. EPSS exists but was not used at all in 1998).

Please do not leave any answers blank.

Please return the completed instrument by APRIL 23, 1998 to:

Robert G. Joyce (HR-31)
U.S.DOE, 1000 Independence Ave. SW
Washington, D.C. 20585 (950 Bldg/Rm 710)
202-426-1539 / FAX 426-1480
robert.joyce@hq.doe.gov

REPORTING UNIT

The **Reporting Unit** is defined as the training supplier unit for which you are providing data: i.e., EM, AL, WAPA, etc. To ensure the comparability of the data, please respond for the same organizational unit throughout the entire survey instrument. Reliable comparisons between organizations will only be possible if everyone understands the type of training unit that the data represent. If the reporting unit is a contractor, please identify as *DOE Office: Contractor Name*.

ORGANIZATION: Department of Energy

REPORTING UNIT:

ELEMENT/OFFICE/DIVISION SUPPORTED BY REPORTING UNIT:

ORGANIZATIONAL CODE: none

CONTACT:

PHONE:

FAX:

EMAIL:

Please indicate any special organizations / subunits below, if applicable :

Organization:

Reporting Unit:

Division/Agency Supported:

Contact:

Phone:

Fax:

Email:

In general, reporting entities within member organizations are classified into three main categories: A - Comprehensive, B - Sub-unit, and C - Specialized. Organizations may complete multiple surveys for their own purposes. All DOE organizations shall submit A level data. In addition, organizations which have the ability and the desire to submit B and/or C level data, may do so. [Note: We have included the other definitions to indicate the level of detail provided by some private corporations. In future years, Centers of Excellence would fit under the definition of "specialized" units.]

Category A - *"Comprehensive"*

This is a reporting unit that represents virtually all internal training supplied within an organization. It may take the form of a centralized training function that provides the full range of internal training, **or** it may be the sum of several training functions within an organization which, when the data are combined, represents the full range of internal training provided to the entire organization.

The target population for this reporting unit is all employees of the organization who are eligible to receive training services.

Example: The training operation in Organization P is a large, centralized function that supplies all technical, professional, management and supervisor, basic skills, and executive development training throughout the entire organization, including all field sites.

Example: Organization Q maintains three major training operations, each of which supports a major product line. The Forum representative from Organization Q can obtain and aggregate complete data from all three training operations which will provide an accurate "total picture" of training in that organization.

Category B - *"Sub-Unit"*

This reporting unit is a training operation that provides a range of training services to a sub-unit of the entire organization. This reporting unit is typically aligned with a major division/agency or a business unit within the overall organization. This reporting unit provides a wide range of training activities tailored to the specialized needs of a strategic business unit or other division/agency.

The target population for this reporting unit is all employees within that division/agency or business unit who are eligible to receive training services.

Example: The Forum representative from Organization R works for the training operation within one of four major divisions/agencies of the organization. This representative has access to the training data from only her division/agency. This representative identifies her training unit as a Category B and reports only data within her division/agency.

Example: The Forum representative from Organization S has access to the training data from the three major divisions/agencies of her organization. When the data are aggregated across the three divisions/agencies, they do not, however, reflect virtually all internal training within Organization S (i.e., to represent an "A"). This representative chooses to submit data from all three divisions/agencies, and submits three completed data collection instruments. Each submission represents a Category B Reporting Unit.

Category C - *"Specialized"*

This reporting unit is a training organization that provides specialized training, such as "executive development" or "sales training" courses across the entire organization and major sub-units. While considered a "organization-wide" training operation, this reporting unit is distinct from Category A in that it is responsible for one or more specialized   **curriculum**   across the entire organization, which when aggregated do not represent virtually all internal training supplied within the organization.

While this training unit provides training across the entire organization **, its target population is only those employees who are eligible for the specific training services provided by this training unit.**

Example: The representative from Organization T works for a specialized, corporate-level training unit that supplies all internal executive training within the entire organization. There are separate training functions that provide other kinds of training (e.g., technical skills, professional, basic skills), and these other training functions are typically housed under specific business units.

DUE TO HR-31 BY APRIL 23, 1998

DEMOGRAPHICS

1. **Name of reporting unit.**

2. **Official name of ASTD Benchmarking Forum member's organization.**
    (Name to appear in all ASTD reports and publications).
    U. S. Department of Energy

3. **Name of the primary division(s)/agency(ies) that this reporting unit supports.**

    a) Total number of fu ll-time equivalent employees eligible for the services of this training unit.
    (Excludes in private sector contract or temporary employees   )
    # _____

    Note: Public Sector exclude contract employees, include temporar y employees

    b) Number of full-time equivalent employees in the entire organization.
    (5a and 5b should be equal for Reporting Unit A - Comprehensive organizations.)
    # _____

4. **What percentage of each of the following types of business best describes the organization your reporting unit serves?**

Manufacturing	_____ %
Service	_____ %
R&D	_____ %
Support Services	_____ %
Government	_____ %

1. Please indicate the Industry Classification code for the organization listed in #3 (above) using the list provided.

___ ___

Agriculture, Forestry, Fishing, Mining
01 Agricultural production
02 Agricultural services
03 Forestry
04 Fishing, hunting, and trapping
05 Mining

Construction
06 Building construction
07 Heavy construction other than building construction
08 Special trade contractors (plumbing, electrical work, carpentry, etc.)

Technology

  Durable Manufacturing (except electronics)
26 Lumber and wood products, except furniture
27 Furniture and fixtures
28 Stone, clay, glass, and concrete products
29 Primary metal industries
30 Fabricated metal products, except machinery and transportation equipment
31 Industrial and commercial machinery
32 Electrical equipment (excluding electronics)

  Retail Trade
46 Building materials, hardware, garden supply, and mobile home dealers
47 General merchandise stores
48 Food stores
49 Automotive dealers and gasoline service stations
50 Apparel and accessory stores
51 Home furniture, furnishings, and equipment stores
52 Eating and drinking places
53 Miscellaneous retail

Finance, Insurance, and Real Estate
54 Depository institutions
55 Nondepository credit institutions

09 Manufacturing computers and electronic office equipment
10 Electronic components and accessories
11 Information technology services/consulting
12 Computer software manufacturing and development
13 Communications equipment
14 Communications services (including telecommunications, radio, and television)
15 Medical instruments and supplies; other precision instruments; photographic equipment

33 Transportation equipment
34 Miscellaneous manufacturing industries

Transportation
35 Railroad transportation
36 Local and suburban transit and highway passenger transportation
37 Motor freight transportation and warehousing
38 Water transportation
39 Airlines
40 Air letter/parcel services (including U.S. Postal Service)

56 Security and commodity brokers, dealers, exchanges, and services
57 Insurance carriers
58 Insurance agents, brokers, and service
59 Real estate
60 Holding and other investment offices

Services
61 Hotels and other lodging
62 Personal services
63 Business services
64 Automotive repair, services, and parking
65 Miscellaneous repair services
66 Motion pictures

Nondurable Manufacturing
16 Food
17 Tobacco products
18 Textile mill products
19 Apparel and other fabric products
20 Paper and pulp products
21 Printing and publishing
22 Chemicals and plastics
23 Rubber and plastic products
24 Petroleum refining and products
25 Leather and leather products

41 Transportation-related services

Electric, Gas, and Sanitary Services
42 Pipelines, except natural gas
43 Electric, gas, and sanitary services

Wholesale Trade
44 Wholesale trade or distribution-- durable goods
45 Wholesale trade or distribution-- nondurable goods

67 Amusement and recreation services
68 Health services
69 Legal services
70 Social services
71 Museums, art galleries, and botanical and zoological gardens
72 Membership organizations
73 Engineering, accounting, research, management, and related services
74 Miscellaneous services

Government
75 Federal government
76 State/local government

6.   **a) Total payroll** *without benefits* **of the employees eligible for the services** $ _____
     of this reporting unit in FY 1997.   **(millions)**
     (In order for us to make certain calculations, you   must provide a dolla r
     amount for #6. We recognize that some organizations cannot separate ou t
     benefits. If it is IMPOSSIBLE to provide total payroll without benefits, then
     use total payroll including benefits.)

     Does #6a include benefits?
     o Yes (continue to b)   o No (continue to #7)

Definition: Total payroll includes all wages without benefits for full-time equivalent (excluding contract or
temporary) employees paid by the organization during the reporting year.

Clarification: The question is included to gather essential data for calculating training as a percentage of
payroll. The amount you report should represent the payroll of all employees who are eligible for the services
your training unit provides. If you are reporting as an "A" company, this would be the payroll for the entire
organization; if a "B", payroll for the business unit or division/agency you support; if a "C", report the payroll
of only those employees who are eligible for your training. For example, if you provide "Executive
Development" training, you would report the payroll of only those employees who are eligible for this training.

**b)   If #6a includes benefits, please indicate the types of compensation which are   included? (if #6a
does not include benefits, please skip)**

         Check all that apply:

         o   **Actual wages and salaries earned by employees including overtime and premium
                            pay**
         o   **Sales commissions**
         o   **Bonuses or profit sharing**
         o   **Stock options**
         o   **Holidays and sick leave**
         o   **Cost of health benefits**
         o   **Local, state, federal taxes or other government payments on behalf of employees**
         o   **Other benefits (please explain)_____**

7. **Number of employees eligible for the services of this Reporting Unit that are salaried or exempt from Fair Labor Standards Act (FLSA).**
   Note: Salaried employees for non-US respondents

   # _____

8. **Number of employees eligible for the services of this Reporting Unit that are located outside the host country of the reporting unit.**

   # _____

DATA COLLECTION INSTRUMENT

I. FINANCIAL INFORMATION

To ensure the comparability of the following data across organizations, please complete the following items using as a frame of reference the number of employees who are eligible for the services provided by your training unit. Remember that these figures should correspond to the statistics provided for the Reporting Unit in the Demographics section of the instrument.

REMINDER: **Please use the following notations when appropriate.**

E	0	N/A	UNA
Represents an informed estimate	No money spent	Not applicable	Information is not available

Internal Training

1.   a) **Total number of internal employee training days for the Reporting Uni t**   # _____
        population for 1997. (This is not the number of days on which training was
        provided.)

Definition: Total hours that all e mployees spent in training, divided by eight. Please include self-paced learning time. (Example: 5 employees i n a 3 day training course = 15 student training days.) Does <u>not</u> include employee attendance in non-organization sponsored trai   ning such as university-based programs eligible for tuition reimbursement.

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        b) **Number of employees eligible for the services of this Reporting Unit.**   # _____

E	0	N/A	UNA
Represents an informed estimate	No money spent	Not applicable	Information is not available

2. **Internal Training Expenditure is the total gross expenditure (before adjustments) spent by your Reporting Unit (training organization) for all organization-sponsored training not defined under External Training Expenditure. Internal Training Expenditure <u>includes</u> (please complete a-g):**

    a. **Training Employees' Total Payroll Without Benefits** $ _____
                 (millions)

    b. **Training Employees' Travel Expenses** $ _____
                 (millions)

    c. **Training Facility Expenses** $ _____
                 (millions)

    d. **Course Materials Produced Internally** $ _____
                 (millions)

    e. **Information Systems** $ _____
                 (millions)

    f. **Catalogs and Internal Marketing** $ _____
                 (millions)

    g. **Total Internal Training Expenditure (a + b + c + d + e + f)** $ _____
                 (millions)

(In order for us to make certain calculations, you <u>must</u> provide a dollar amount for #2g (total internal training expenditure). We recognize that some organizations cannot separate out the internal training expenditure elements. If it is IMPOSSIBLE to provide individual dollar amounts, then only respond to #2g.)

Internal Training Expenditure <u>does not include</u> training services and products purchased from outside sources such as:

- **Off-the-shelf or Customized Training Courses**
- **Outsourced Training Activities (e.g., needs analysis, course design)**
- **Contract Instructors and Speakers**

Internal Training Expenditure <u>does not include</u> other training costs such as:

    I.

I. Participant Travel Expenses	**III.** **Line-on-Loan or Rotational Employee**
II. **Participant Employee Wages/Benefits**	**Wages or Benefits**

E	0	N/A	UNA
Represents an informed estimate	No money spent	Not applicable	Information is not available

IV.	Special training sessions or seminars conducted or purchased by non-training functions within the organization	IX.	Grant programs in the training budget for other than employees
V.	Professional Conferences	X.	Library and Information Sciences
VI.	Tuition Reimbursement	XI.	Capital Expenditures in Training Equipment
VII.	Community Programs (e.g., K-12 improvement)	XII.	Customer training sold as a product to external customers
VIII.	External Executive Development		

[Note: These distinct exclusions represent some of the specific categories used by private companies to identify/account for training expenditures.]

E	0	N/A	UNA
Represents an informed estimate	No money spent	Not applicable	Information is not available

3.   **Please estimate the percentage of internal training expenditures for:**

        Exempt (from FLSA) employees $ _____
        (millions)

        Non-exempt (from FLSA) employees $ _____
        (millions)

        Note: Salaried employees for non-US respondents

External Training

For purposes of comparison, external training costs have been divided into the three most common types: tuition reimbursement, externally provided executive development, contracted and/or customized training, and other external training. All four types represent training services and products that are purchased from outside sources. *Please do not include costs for attending conferences and seminars*. Refer to the definitions of each type for further clarification.

4.   **Total external or contracted expenditure for 1997 or reporting year for reporting unit.**

      a.   **Tuition reimbursement.** $ _____
        (millions)

        Number of eligible employees.   # _____

Definition: Tuition reimbursement is educational assistance for non-organization sponsored programs, such as university-based programs, less any refunds.

---

      b.   **External executive development.** $ _____
        (millions)

        Number of eligible executives.   # _____

        Number of those who participated.   # _____

E	0	N/A	UNA
Represents an informed estimate	No money spent	Not applicable	Information is not available

Definition: External executive development refers to contracted programs to develop scope, leadership, and vision of current and potential senior executives (e.g., sending executives to the Center for Creative Leadership). Such programs focus on responsibilities and challenges for leading organization-wide initiatives and/or major business units. Includes strategic planning, policy, and goal setting.

c.   **Contracted and/or customized training.**   **$ _____**
                                                           (millions)

Definition: Contracted and/or customozed training refers to off-the-shelf or customized training courses, as well as all other outsourced training activities (e.g., needs analysis services, design, development, delivery, evaluation, administration). This excludes tuition reimbursement and external executive development programs (e.g., Center for Creative Leadership).

d.   **All other external training.**   **$ _____**
                                                           (millions)

Definition: All other external or contract training represents all costs, excluding travel and living expenses, for all training and education activities and materials obtained from alternate providers (for example, professional conference, grant programs in the training budget for other than employees). Does not include external training initiated and budgeted outside the training unit.

e.   **Total external training expenditure (a + b + c + d)**   **$ _____**
                                                           (millions)

E	0	N/A	UNA
Represents an informed estimate	No money spent	Not applicable	Information is not available

5. **Total direct training expenditure (2g + 4e)** $ _____
                                                        (millions)

6. **Other expenditures**

   a. **Total wages and salary without benefits for employees outside the** $ _____
       training unit who provide training (includes line on loan and **(millions)**
       rotational staff).
       Calculate only for the time they spend providing training.

   b. **Participant wages and salary without benefits** $ _____
                                                            (millions)

   c. **Participant travel expenses (if possible to estimate)** $ _____
                                                                   (millions)

E	0	N/A	UNA
Represents an informed estimate	No money spent	Not applicable	Information is not available

7.a. **Capital expense (investment) in training equipment for 1997** $ _____
                                                                          (millions)

This amount is: (choose one)

o **Unusually high**   o **Typical of annual investment**   o **Unusually low**

Definition: Funds allocated or invested in the current year to support the training unit in technology, materials, tools, and other supplies in support of training, excluding facility improvements. Examples include, but are not limited to , new computer systems, software, electronic distance learning equipment, etc.

7.b. **Of the amount in 7.a. above, how much was invested in computer-based training software, cd-roms, Internet-based training, and other purchases using computer assisted or satellite based instruction methods?**

                                                                          $ _____
                                                                          (millions)

E	0	N/A	UNA
Represents an informed estimate	No money spent	Not applicable	Information is not available

8.　　**Please estimate the** *percentage of total internal training dollars (amount from #2g) and total external training dollars (amount from #4e)*　**spent for the following course types.**

% Internal	% External	Course Type
$_____ (#2g)	$_____ (#4e)	
___ %	___ %	**Basic Skills: Basic skills refers to development and/or remedial training fundamental to the workplace in courses such as literacy, reading comprehension, writing, math , English as a second language, and learning how to learn.**
___ %	___ %	**Technical Skills:　Technical skills refers to job-specific training that focuses o n procedures, including the use of technology, to create products, deliver services, o r engage in process es. Typically provided to workers who use technology or machinery in their jobs.**
___ %	___ %	**Professional Skills:　Professional skills refers to specialized knowledge and/o r application training to develop competence in disciplines such as accounting , engineering, manufacturing systems, computer science, information system s management, optics, electronics, me chanics, materials science, chemistry, physics, legal, medical, financial services, banking, and consulting. Includes advanced compute r programming skills. Discipline and/or industry specific.**
___ %	___ %	**Customer Service: Customer service refers to training on how to maintain or improve customer relations. Th is includes the repair, upgrading, or maintenance of products as well as training for customer service telephone call center operators. Located a t customer site or service centers.**

E	0	N/A	UNA
Represents an informed estimate	No money spent	Not applicable	Information is not available

___ % ___ % **Executive Development: Executive development refers to programs to develop scope, leadership, and vision of current and potential senior executives. Such programs focus on responsibilities and challenges for leadi ng organization-wide initiatives and/or major business units. Includes strategic planning, policy, and goal setting.**

___ % ___ % **Management/Supervisor Training : Management/supervisor training refers to training programs to improve the ability and effec tiveness of managers and supervisors. Topics include human re source management, project and process management, and planning and budgeting.**

___ % ___ % **Sales and Dealer Training: Sales and dealer refers to training provided to the sale s force, franchisees, and dealers to teach them about the products and services the y market and sell; how to demonstrate the effectiveness of their products and services ; how to conduct their business; and to help them develop the attitudes, skills, and habits needed to influence the purchasing decisions of prospects and customers.**

___ % ___ % **Compliance, Regulatory, or Mandatory Training : Compliance, regulatory, o r mandatory training refers to instruction th at is provided to meet Environmental Health and Safety requirements, Equal Employment Opportunity and Affirmative Actio n requirements, right-to-know, and government-mandated training.**

___ % ___ % **Quality, Competition, and Other Business Practices : This training includes all Tota l Quality Management-type courses, business process reengineering, benchmarking , resource planning, team building, and business fundamentals (e.g., competition an d business practices).**

___ % ___ % **Computer Applications Training : Training in the use of computer software including off-the-shelf applications such as word processing, spreadsheets, databases, graphics, and communications, among others. Also includes training in company-specifi c software applications. Does not include advanced training in computer programming languages (see Professional Skills).**

E	**0**	**N/A**	**UNA**
Represents an informed estimate	No money spent	Not applica ble	Information is not available

___ % ⋮ ___ %   **New Employee Orientation : New employee orientation is a program designed t o provide new employees with complete a nd uniform information about the organization, its mission, organization , functions and policies, compensation, benefits, services, work requirements, standards, rules, safe work habits, and desirable employee-management relations.**

___ % ⋮ ___ %   **Enabling Skills: This category includes such development initiatives as interpersonal communications and skills, teamwork, dive rsity workshops, personality awareness, and time management.**

___ % ⋮ ___ %   **Other (*please explain*):**_____
_____
_____

=100%
External
Training
Dollars

=100%
Internal
Training
Dollars

E	0	N/A	UNA
Represents an informed estimate	No money spent	Not applicable	Information is not available

9. **Pricing models and budgeting procedures for training vary widely among companies. To determine how training and education expenses get paid for by companies, please indicate what percentage of the budget for your training organization (amount in #5) comes from each of the following sources.**

___ % **Special Project Allocation: Monies budgeted at the organization level for special training anticipated in the coming year. For example, a organization-wide re-engineering planned for the coming year will require that all employees have training. This training is considered part of an organization-wide special project and is funded separately from the normal training operating budget at the organization level.**

___ % **Training and Education Budget: Annual budget for the training function. Typical funding source in centralized organizations.**

___ % **Tuition and Chargebacks: Fees charged by the training function to participants, often on a course-by-course basis.**

___ % **Annual Business Unit Allocations: Annual budget for the training function allocated by the business unit(s) it directly supports.**

___ % **Other (*please explain*):**_____
_____
_____

= 100% of Budget (amount in #5)

E	0	N/A	UNA
Represents an informed estimate	No money spent	Not applicable	Information is not available

II. STAFFING AND ADMINISTRATION INFORMATION

10. **a) How many full-time equivalent training staff members does your training organization employ?**
(Please respond for the same Reporting Unit.)
(*Excludes* line-on-loan or rotational employees, temporary employees, contractors working on-site, and vendors.)

_____

b) Please estimate the p ercent of training staff's (from #10a above) total time spent performing the following activities.

Developing strategy and training policy	_____ %
Training needs assessment	_____ %
Program administration	_____ %
Administrative support	_____ %
Technical support	_____ %
Design and development	_____ %
Delivery	_____ %
Evaluation	_____ %
Organizational development (OD)	_____ %
Other: _____	_____ %

= 100%

E	0	N/A	UNA
Represents an informed estimate	No money spent	Not applicable	Information is not available

11. **Who else delivered organization-sponsored training to the employees in the division(s)/agency(ies) supported by your Reporting Unit? Check all that apply.**

o **Employees of this division/agency**

o **Employees from another of your company's divisions/agencies**

o **Community colleges**

o **Other educational institutions**

o **Product suppliers**

o **Other firms, including private training and consulting companies**

o **Independent training consultants or contractors**

o **Unions, trade, or professional organizations**

o **Federal, state, or local government organizations**

o **Other: _____**

E	0	N/A	UNA
Represents an informed estimate	No money spent	Not applicable	Information is not available

12.　　**a) Approximately what percentage of all the activities performed by your training unit are performed by internal vs. contract staff?**

____ %　**Internal Staff: Internal staff represents permanent full- and part-time employees of th e member organization. Includes line-on-loan employees assigned to training positions . Excludes full- and part-time temporary employees, contractors working on-site, vendors.**

____ %　**Contract Staff: Contract staff represents any individual who provides training support to the organization but is not a permanent employee of the organization. Synonymous with vendor and contractor, consultant, supplier.**

　=100% of training activities

b) What percentage of each activity is performed by internal vs. contract training staff?

Training Activity	% Internal Staff	% Contract Staff	Totals
Developing strategy and training policy	____ %	____ %	=100%
Training needs assessment	____ %	____ %	=100%
Program administration	____ %	____ %	=100%
Administrative support	____ %	____ %	=100%
Technical support	____ %	____ %	=100%
Design and development	____ %	____ %	=100%
Delivery	____ %	____ %	=100%
Evaluation	____ %	____ %	=100%
Organizational development (OD)	____ %	____ %	=100%
Other: _____	____ %	____ %	=100%

E	0	N/A	UNA
Represents an informed estimate	No money spent	Not applicable	Information is not available

13. **Please provide an approximate percentage of each function that is performed internally and the percentage that is outsourced.**

Definition: Scheduling is the process of appointing dates and times for particular training course sessions.

Definition: Material distribution is the dissemination of training materials to participants and instructors prior to the training event.

Definition: Technical/performance support refers to maintenance and troubleshooting support with technology and software; includes such aspects as LAN administration, audio-visual technical support.

Definition: Planning and budgeting is the process of preparing strategies for conducting a particular training project and allocating funds to support that project.

<u>Administrative Functions</u>	<u>This Reporting Unit</u>	<u>Outsourced</u>	<u>Totals</u>
Scheduling/Registration	____ %	____ %	=100%
Printing	____ %	____ %	=100%
Material Distribution	____ %	____ %	=100%
Technical/Performance Support	____ %	____ %	=100%
Billing	____ %	____ %	=100%
Management Information System	____ %	____ %	=100%
Planning and Budgeting	____ %	____ %	=100%
Training Center Administration	____ %	____ %	=100%
Evaluation	____ %	____ %	=100%

E	0	N/A	UNA
Represents an informed estimate	No money spent	Not applicable	Information is not available

E	**0**	**N/A**	**UNA**
Represents an informed estimate	No money spent	Not applicable	Information is not available

14. Use of training vendors is a growing trend in training. To provide information about issues surrounding vendor management, please rank the following criteria in the vendor selection process from Most Important (1) to Least Important (8). *Please use each number only once.*

_____ **Past experience with company**

_____ **Fit of vendor characteristics with organization culture**

_____ **Understanding of the work requirements**

_____ **Quality of the project design**

_____ **Qualifications of the firm and their staff**

_____ **Match of vendor skill sets with project criteria**

_____ **Fees**

_____ **Gain access to world class capabilities**

_____ **Increase the impact of training/learning**

_____ **Increase operational efficiency of the training/learning function**

_____ **Reduce operating costs**

_____ **Resources not available internally**

_____ **Other:** _____

E	0	N/A	UNA
Represents an informed estimate	No money spent	Not applicable	Information is not available

III. ORGANIZATIONAL STRUCTURE AND RELATIONSHIPS

15. **Centralized and decentralized organizations operate differently, and a descriptive measure to classify training units along these lines is needed. How would you classify the following training activities within the training unit for which you are reporting?**

Definition: Centralized - All or most training functions, including decision making authority, are concentrated and conducted in a principal location within the organization (i.e., main office or headquarters).
Definition: Decentralized - All or most training functions, including decision making authority, are performed at distributed sites throughout an organization (i.e., plant or local office).

Please give approximate percentages of activities across your training organization.

Training Activity	% Centralized	% Decentralized	Totals
Developing strategy and training policy	____ %	____ %	=100%
Training needs assessment	____ %	____ %	=100%
Program administration	____ %	____ %	=100%
Administrative support	____ %	____ %	=100%
Technical support	____ %	____ %	=100%
Design and development	____ %	____ %	=100%
Delivery	____ %	____ %	=100%
Evaluation	____ %	____ %	=100%
Organizational development (OD)	____ %	____ %	=100%
Other: _____	____ %	____ %	=100%
Other: _____	____ %	____ %	=100%

E	0	N/A	UNA
Represents an informed estimate	**No money spent**	**Not applicable**	**Information is not available**

16. To provide an indication of how the training function ensures that its products serve the core business needs, please use the scale below to rate the extent to which each of the following is used to link training with business needs.

1	2	3	4	5	6
Never	**Rarely**	**Sometimes**	**Frequently**	**Always**	**Not Applicable**

a.   **Systematic training needs analysis**   1   2   3   4   5   NA

b.   **Training advisory panels : A training advisory panel is a group o f stakeholders (e.g., field managers, job incumbents, executives) wh o provide input to the management of the training process, includin g identifying of training needs and establishing the priority of training needs.**   1   2   3   4   5   NA

c.   **Assessment of training implications of specific work unit goals o r objectives**   1   2   3   4   5   NA

d.   **Review of organization strategic initiatives**   1   2   3   4   5   NA

e.   **Formal business planning process managed by the trainin g organization**   1   2   3   4   5   NA

f.   **Legislation or government mandate (e.g., certification, licensing requirements)**   1   2   3   4   5   NA

g.   **Other: _____**   1   2   3   4   5   NA

h.   **Other: _____**   1   2   3   4   5   NA

E	0	N/A	UNA
Represents an informed estimate	No money spent	Not applicable	Information is not available

17. How often are the following used to initiate instruction or the design/development of training?

1	2	3	4	5	NA
Never	Rarely	Sometimes	Frequently	Always	Not Applicable

a.	Field/line managers	1	2	3	4	5	NA
b.	Training account managers	1	2	3	4	5	NA
c.	Field-based training managers	1	2	3	4	5	NA
d.	Training needs analysis reports	1	2	3	4	5	NA
e.	Training advisory panels	1	2	3	4	5	NA
f.	Forecasts from business units	1	2	3	4	5	NA
g.	Individual (or employee) development plans (IDPs)	1	2	3	4	5	NA
h.	Changes in methods and procedures	1	2	3	4	5	NA
i.	New product introduction	1	2	3	4	5	NA
j.	Employee surveys	1	2	3	4	5	NA
k.	Human resource staff	1	2	3	4	5	NA
l.	Corporate officers/business unit heads	1	2	3	4	5	NA
m.	Vendors/suppliers	1	2	3	4	5	NA

E	0	N/A	UNA
Represents an informed estimate	No money spent	Not applicable	Information is not available

n. **Other:** _____   **1**   **2**   **3**   **4**   **5**   **NA**

E	0	N/A	UNA
Represents an informed estimate	No money spent	Not applica ble	Information is not available

18.   To determine how your organization assesses the degree to which training meets customer needs, please rate the frequency with which each of the following methods is used for determining customer satisfaction.

1	2	3	4	5	NA
Never	Rarely	Sometimes	Frequently	Always	Not Applicable

a.	**Customer satisfaction surveys**	1	2	3	4	5	NA
b.	**Feedback from corporate officers**	1	2	3	4	5	NA
c.	**Feedback from field/line managers and/or supervisors**	1	2	3	4	5	NA
d.	**Student evaluations**	1	2	3	4	5	NA
e.	**Program Sponsor**	1	2	3	4	5	NA
f.	**Other: _____**	1	2	3	4	5	NA

E	0	N/A	UNA
Represents an informed estimate	**No money** spent	**Not** applica ble	**Information is not** available

IV. PRESENTATION METHODS

19. **Please estimate the percentage of training, learning activities presented in the following methods.**

Paper-based: _____ %

Electronic Text: the dissemination of text via electronic means _____ %

CBT: a general term used to describe any learning event that uses _____ %
computers as the primary distribution method; typically used to refer
primarily to text-based, computer-delivered training

Multimedia: a computer application that uses any combination of text, _____ %
graphics, audio, animation and/or full-motion video. Interactive multimedia
enables the user to control various aspects of the training such as content
sequence

Interactive TV: one-way video combined with two-way audio or other _____ %
electronic response system

Teleconferencing: the instantaneous exchange of audio, video, or text _____ %
between two or more or individuals or groups at two or more locations

On-Line Help: a computer application that provides On-Line assistance to _____ %
employees

Groupware: an integrated computer application that supports collaborative _____ %
group efforts through the sharing of calendars for project management and
scheduling, collective document preparation, e-mail handling, shared
database access, electronic meetings, and other activities

E	0	N/A	UNA
Represents an informed estimate	No money spent	Not applicable	Information is not available

3D modeling / virtual reality: a computer application that provides an interactive, immersive, and three-dimensional learning experience through fully-functional, realistic models   ____ %

Audio: one-way delivery of live or recorded sound   ____ %

Video: one-way delivery of live or recorded full-motion pictures   ____ %

Electronic Performance Support Systems (EPSS): an integrated computer application that uses any combination of expert systems, hypertext, embedded animation, and/or hypermedia to help a user to perform a task in real time quickly and with minimal of support by other people   ____ %

Classroom (Instructor-led lecture) : Classroom training that is lecture or discussion based. Also referred to as instructor-led. Does not include advanced technology, interactive classrooms, or electronic distance learning.   ____ %

Advanced Technology/Interactive Classroom : An advanced technology/interactive classroom is an instructor-led classroom with some degree of automated facilities, including student response units.   ____ %

= 100%

E	0	N/A	UNA
Represents an informed estimate	No money spent	Not applica ble	Information is not available

V. DISTRIBUTION METHODS

20. **Please estimate the percentage of training, learning activities distributed by the following methods.**

Cable TV: the transmission of television signals via cable technology ____ %

CD-ROM: a format and system for recording, storing, and retrieving electronic information on a compact disk that is read using an optical drive ____ %

Classroom: ____ %

Electronic mail (e-mail): the exchange of messages through computers ____ %

Extranet: a collaborative network that uses Internet technology to link organizations with their suppliers, customers, or other organizations that share common goals or information ____ %

Internet: a loose confederation of computer networks around the world that are connected through several primary networks ____ %

Intranet: a general term describing any network contained within an organization; used to refer primarily to networks that use Internet technology ____ %

Local area network (LAN): a network of computers sharing the resources of a single processor or server within a relatively small geographic area ____ %

Satellite TV: the transmission of television signals via satellites ____ %

Tactile Gear / Simulator: a device or system that replicates or imitates a real device or system ____ %

E	0	N/A	UNA
Represents an informed estimate	No money spent	Not applicable	Information is not available

Voice mail: an automated, electronic telephone answering system   ____ %

Wide area network (WAN): a network of computers sharing the resources of one or more processors or servers over a relatively large geographic area   ____ %

World Wide Web: all the resources and users on the Internet using the Hypertext Transport Protocol (HTTP; a set of rules for exchanging files)   ____ %

= 100%

E	0	N/A	UNA
Represents an informed estimate	No money spent	Not applicable	Information is not available

VI. INSTRUCTIONAL METHODS

21.   **Please estimate the percentage of training, learning activities utilizing the following instructional methods.**

Case Study: a technique for practicing problem solving, using a hypothetical scenario. It requires reading, study, analysis, discussion, and free exchange of ideas as well as decision making and the selling of decisions to others.   ____ %

Demonstration: a basic instructional method where an operation or task is performed in front of a learner, thereby showing the learner what to do and how to do it.   ____ %

Expert Panels: a group of experts, often with diverse opinions or positions, sharing their ideas with each other and with an audience.   ____ %

Games: Contests and matches used in training to develop management skills, improve technical performance, foster cooperation and teamwork, and improve decision-making ability.   ____ %

Group Discussion: two or more individuals considering a question in open and informal debate, in order to facilitate learning.   ____ %

Lecture: A semiformal discourse in which a series of events, facts, concepts, or principles are presented to the learner. Learners participate mainly as listeners and questioners.   ____ %

Practical Exercise: the opportunity to demonstrate skill proficiency, without the requirements of a graded test.   ____ %

E	0	N/A	UNA
Represents an informed estimate	No money spent	Not applica ble	Information is not available

Programmed Instruction: "A method of self-instruction in which trainees work through a carefully sequenced and pre-tested series of steps leading to the acquisition of knowledge or skills representing the instructional objectives."

_____ %

Reading: the acquisition of information in written form.

_____ %

Role Play: an interactive method of instruction that involves the spontaneous dramatization of a situation by two or more individuals, for the purpose of practicing interpersonal skills within the context of the workplace.

_____ %

Simulation: A technique that imitates operations and responses to problems and situations to test the ability of a person, system, or procedure to overcome obstacles and meet variations. Advanced simulations can create an artificial environment that closely emulates the actual workplace.

_____ %

E	0	N/A	UNA
Represents an informed estimate	No money spent	Not applicable	Information is not available

VII. DESIGN AND DEVELOPMENT

22. **To compare the design and development capabilities among organizations, please indicate the percentage of courses your unit develops in-house and the percentage it purchases from vendors for the following presentation methods.**

Presentation methods	Develop in-house	Purchase	Totals
Paper-based:	____ %	____ %	= 100%
Electronic Text: the dissemination of text via electronic means	____ %	____ %	= 100%
CBT: a general term used to describe any learning event that uses computers as the primary distribution method; typically used to refer primarily to text-based, computer-delivered training	____ %	____ %	= 100%
Multimedia: a computer application that uses any combination of text, graphics, audio, animation and/or full-motion video. Interactive multimedia enables the user to control various aspects of the training such as content sequence	____ %	____ %	= 100%
Interactive TV: one-way video combined with two-way audio or other electronic response system	____ %	____ %	= 100%
Teleconferencing: the instantaneous exchange of audio, video, or text between two or more or individuals or groups at two or more locations	____ %	____ %	= 100%

E	0	N/A	UNA
Represents an informed estimate	No money spent	Not applicable	Information is not available

On-Line Help: a computer application that provides On-Line assistance to employees   ____ %   ____ %   = 100%

Groupware: an integrated computer application that supports collaborative group efforts through the sharing of calendars for project management and scheduling, collective document preparation, e-mail handling, shared database access, electronic meetings, and other activities   ____ %   ____ %   = 100%

3D modeling / virtual reality: a computer application that provides an interactive, immersive, and three-dimensional learning experience through fully-functional, realistic models   ____ %   ____ %   = 100%

Audio: one-way delivery of live or recorded sound   ____ %   ____ %   = 100%

Video: one-way delivery of live or recorded full-motion pictures   ____ %   ____ %   = 100%

Electronic Performance Support Systems (EPSS): an integrated computer application that uses any combination of expert systems, hypertext, embedded animation, and/or hypermedia to help a user to perform a task in real time quickly and with minimal of support by other people   ____ %   ____ %   = 100%

Classroom (Instructor-led lecture) : Classroom training that is lecture or discussion based. Also referred to as instructor-led. Does not include advanced technology, interactive classrooms, or electronic distance learning.   ____ %   ____ %   = 100%

E	0	N/A	UNA
Represents an informed estimate	**No money spent**	**Not applicable**	**Information is not available**

Advanced Technology/Interactive Classroom : An advanced technology/interactive classroom is an instructor-led classroom with some degree of automated facilities, including student response units.   ____ %   ____ %   = 100%

E	0	N/A	UNA
Represents an informed estimate	No money spent	Not applica ble	Information is not available

VIII. MEASUREMENT AND EVALUATION

23.   **a)**   **As a reflection of your training unit's philosophy toward demonstrating the value of training, please estimate the percentage of courses/interventions that are evaluated using the following methods.**

Level 1 (Assessment of partici pant reaction immediately following course)   _____ **%**

Level 2 (Administration of tests immediately before and immediately after course to assess participant learning)   _____ **%**

Level 3 (Measurement of long-te rm behavior change on the job as a result of training)   _____ **%**

Level 4 (<u>Rigorous</u> and quantitative assessment of long-term and broad - based impact of training on the organization -- ROI, profits, sales, safety)   _____ **%**

Testimonials   _____ **%**

Focus groups   _____ **%**

Customer satisfaction surveys   _____ **%**

b)   **What other methods of evaluating training, learning, or performance improvement are *commonly* used by this Reporting Unit (e.g. participant focus groups, return-on-expectation)?**

1._____

2._____

E	0	N/A	UNA
Represents an informed estimate	No money spent	Not applica ble	Information is not available

IX. PERFORMANCE PRACTICES

24. **Which of the following work practices are used by all or part of the organization supported by your Reporting Unit?** *Check all that apply*

o **Job Rotation or Cross Training: programs in which employees are trained to do multiple jobs, or employees rotate among different jobs.**

o **Quality Circles or Problem Solving Teams: groups of employees that meet regularly to come up with solutions to problems concerning people and productivity.**

o **Self-Directed Work Teams: groups of employees with complete responsibility for the quality and quantity of their outputs. Self-directed work teams may have responsibility for work schedules, performance appraisals, personnel management, budgeting, or setting performance targets and production quotas.**

o **Total Quality Management (TQM): an integrated approach to organizational improvement and increasing production and service quality whose core ideas include doing things right the first time, striving for continuous improvement, and a devotion to understanding and meeting customer needs.**

o **Employee Access to Key Business Information: an organizational policy in which all employees are given access to certain financial and market information about the competitive position of the firm.**

o **Employee Involvement with Management in Business Decisions: an organizational policy in which non-management employees have a say in decisions including equipment purchases, market strategy, and management initiatives which affect the firm.**

E	0	N/A	UNA
Represents an informed estimate	No money spent	Not applica ble	Information is not available

25. Which of the following employee compensation systems are used by all or part of the organization supported by your Reporting Unit? *Check all that apply*

o **Profit Sharing or Gain Sharing: plans under which the company credits shares of company *profits or growth* to participating employees. The amount may be available immediately or at retirement.**

o **Employee Stock Ownership Plan: plans under which the company credits shares of company *stock* to participating employees. The amount may be available immediately or at retirement.**

o **Group or Team Based Compensation: an alternative pay system in which employees receive all or a portion of compensation depending on the performance of their particular team or work unit.**

o **Incentive Compensation: an alternative pay system in which employees receive all or a portion of compensation depending on their own performance. Examples of incentive compensation systems include piece-rates and sales commissions.**

o **Knowledge or Skill Based Pay: an alternative pay system where compensation is linked to the mastery of certain skills or work-related information, rather than employee position or length of tenure.**

E	0	N/A	UNA
Represents an informed estimate	No money spent	Not applica ble	Information is not available

26. **Which of the following practices or programs are entirely or partially in place within the organization supported by your Reporting Unit?** *Check all that apply*

o **Mandatory Annual Training Time: an organizational policy stating a minimum requirement for the amount of training which certain employees must receive in a given year.**

o **Training Resource Center: a designated area within an establishment where training personnel, materials, and information are located.**

o **Train-the-Trainer Courses: training courses which teach non-traditional training staff members such as managers, subject matter experts, team leaders, and others training skills such as instructional design and group facilitation to enable them to deliver formal training to other establishment employees.**

o **Line-on-Loan or Rotational Training Staff: a formal process in which non-training personnel are assigned training duties such as instruction or course design on a temporary basis.**

o **Employer-Supported Conference Attendance: paid time-off or payment of employee travel, hotel, fees, and other expenses for employees attending an off-site conference or training class.**

o **Mentoring or Coaching Programs: a formal process in which more experienced workers are matched with less experienced employees to provide assistance and instruction *on an as needed basis* .**

o **Employee Apprenticeship Training: a formal process whereby employees learn their jobs through a combination of classroom instruction and on-the-job training from a skilled expert.**

o **Student Apprenticeship Training: a formal process whereby students are introduced to a trade or job through a combination of classroom instruction and on-the-job training from a skilled expert.**

E	0	N/A	UNA
Represents an informed estimate	No money spent	Not applicable	Information is not available

27. **Which of the following human performance management practices are used entirely or partially within the organization supported by your Reporting Unit?** *Check all that apply*

o **Annual Performance Reviews: a systematic, periodic review and analysis of an employee's job performance by a superior to compare that performance to a set of predetermined standards, identify strengths and weaknesses, and develop a plan to improve the employee's performance.**

o **Individual Development Plans: a specific course of action designed jointly by an employee and a supervisor to outline the employee's career development objectives, and associated training needs.**

o **Peer review of Performance or 360 Feedback Systems: a performance appraisal system in which employees' work performance is evaluated (at least in part) by co-workers.**

o **Skill Certification: a formal process used to ascertain and distinguish the mastery for a set of skills according to predefined standards. May be linked either to a particular occupation or trade, or a particular job or process.**

o **Documentation of Individual Competencies: a formal record of the knowledge, skills and abilities of an organizations' employees in key, pre-defined areas.**

o **Training Information System: a computer-based system for assessing, tracking, and improving employee performance. Systems may include employee training history reports, training course scheduling and registration, individual development plans, and training expenditure tracking.**

E	0	N/A	UNA
Represents an informed estimate	No money spent	Not applica ble	Information is not available

X. STAFF COMPETENCIES

28. To determine how companies assess and ensure staff competencies, please use the following scale to rate the extent to which you use the following criteria to ensure the competency/quality of your training professionals.

1	2	3	4	5	NA
Never	**Rarely**	**Sometimes**	**Frequently**	**Always**	**Not Applicable**

a) **Generalist**

    Certification Standards   1   2   3   4   5   NA

    Performance Appraisal   1   2   3   4   5   NA

    Project Reviews   1   2   3   4   5   NA

    Level 1 Evaluation Results   1   2   3   4   5   NA

    Level 2 Evaluation Results   1   2   3   4   5   NA

    Level 3 Evaluation Results   1   2   3   4   5   NA

    Management Evaluation   1   2   3   4   5   NA

b) **Instructors**

    Certification Standards   1   2   3   4   5   NA

E	0	N/A	UNA
Represents an informed estimate	No money spent	Not applicable	Information is not available

Performance Appraisal   1   2   3   4   5   NA

Project Reviews   1   2   3   4   5   NA

Level 1 Evaluation Results   1   2   3   4   5   NA

Management Evaluation   1   2   3   4   5   NA

c)   **Designer/Developers**

Certification Standards   1   2   3   4   5   NA

Performance Appraisal   1   2   3   4   5   NA

Project Reviews   1   2   3   4   5   NA

Level 1 Evaluation Results   1   2   3   4   5   NA

d)   **Employee Qualification Programs**

Do you have a specific training program to "qualify" or "certify" specific groups of employees?

Yes _____   **No** _____

If yes, how many emloyees participate in the program?

   _____

If yes, what percentage of participating employees have met "certification" standards?

      _____ %

E	0	N/A	UNA
Represents an informed estimate	No money spent	Not applicable	Information is not available

XI. INFORMATION MANAGEMENT SYSTEMS

29.   In order to compare the features of Information Management Systems and to track trends in those companies that maintain training administration systems, please indicate which types of functional capabilities your training information system includes.

        a)   **This Reporting Unit has an Information Management System?**

                o Yes (respond below)   o No (skip #29b)

        b)   **If yes, what functional capabilities does your training information system include (check all that apply):**

                o On-line registration/enrollment

                o On-line catalog

                o On-line schedule

                o Employee training history reports

                o Individual development plans : Individual development plans are a component of succession planning used in employee career planning. An action plan used to prepare the employee with the knowledge, skills, and experience to perform competently and advance.

                o Staff productivity measures

                o Ad hoc reports

                o Business unit training investment reports

                o Evaluations and information from surveys

                o Financial/Budget information

COMMENTS ON THE SURVEY:

E	0	N/A	UNA
Represents an informed estimate	No money spent	Not applica ble	Information is not available

Strengths -

Weaknesses -

Time in hours needed to complete: _____ **hours**

PLEASE PROVIDE A COPY TO HR-31 BY APRIL 23, 1998

Any Questions?

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